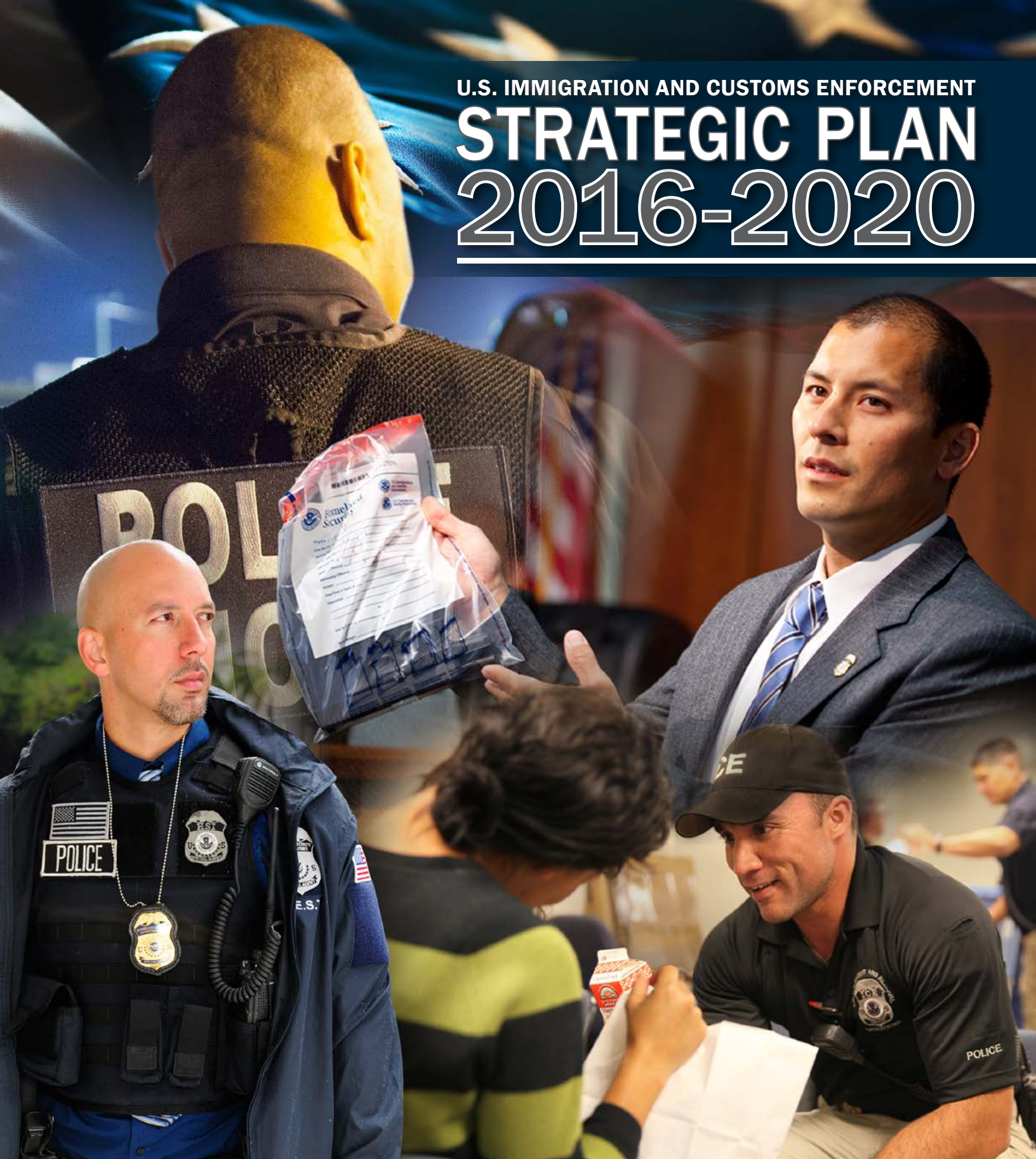


U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT

STRATEGIC PLAN 2016-2020



U.S. Immigration
and Customs
Enforcement

Ethos of U.S. Immigration and Customs Enforcement

We strive to be the nation's premier law enforcement agency, targeting individuals and criminal organizations who seek to evade border security; threaten national security and public safety; and exploit America's legitimate trade, travel and financial systems.

We bring the most sophisticated investigative techniques to bear, and we collaborate to outwit our opponents.

We have the courage to stand behind our actions and do the right thing even when it is not easy. Our integrity manifests in the highest standards of honesty and conduct, and we strive for excellence in all our efforts, aspiring to the highest standards of performance, professionalism and leadership.

We use our unique and powerful combination of law enforcement authorities and access to information to close vulnerabilities that can be exploited to harm our homeland security.

Together, we take cross-border criminals off the streets of our communities, and we keep them off the streets.



U.S. Immigration
and Customs
Enforcement

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STRATEGIC PLAN 2016-2020

U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT

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INTEGRITY | COURAGE | EXCELLENCE



A MESSAGE FROM THE DIRECTOR

Dear Colleagues and Friends,

I am proud to present the following strategic plan for U.S. Immigration and Customs Enforcement (ICE), the largest investigative component of the Department of Homeland Security. Focused on homeland security and public safety, we are responsible for investigating and enforcing the nation's laws governing border control, customs, trade, and immigration. We are also on the forefront of enforcing these laws in cyberspace. It is this mission that requires the highest level of professionalism and a firm commitment to doing what is right.



This document is the product of a talented and diverse workforce, reflecting the key operational priorities that will guide our actions over the next five years. It presents a clear direction for the agency and builds upon the successes and improvements the men and women of ICE have made in recent years.

Our primary goals support the ongoing objectives of the Department of Homeland Security: to prevent terrorism, protect the United States' borders through the effective enforcement of immigration and customs laws, and strengthen employee engagement. Our agents and officers are determined to improve ICE's ability to identify and dismantle criminal networks that traffic in weaponry, narcotics, counterfeit goods and most disturbing of all, human beings. Criminals who believe they can find safe haven in the United States will be identified, located and prosecuted.

Another key element of this over-arching plan is a focus on expanding and strengthening partnerships at every level of law enforcement. Efforts such as the Priority Enforcement Program are aimed at clarifying our interactions with local law enforcement to help ensure the most serious criminals, gang members and national security threats are transferred to ICE custody before they are released into the community. We will continue agency-wide efforts to improve relationships within the communities we protect through greater transparency and ongoing engagement with citizens, educators, and civic leaders on a daily basis.

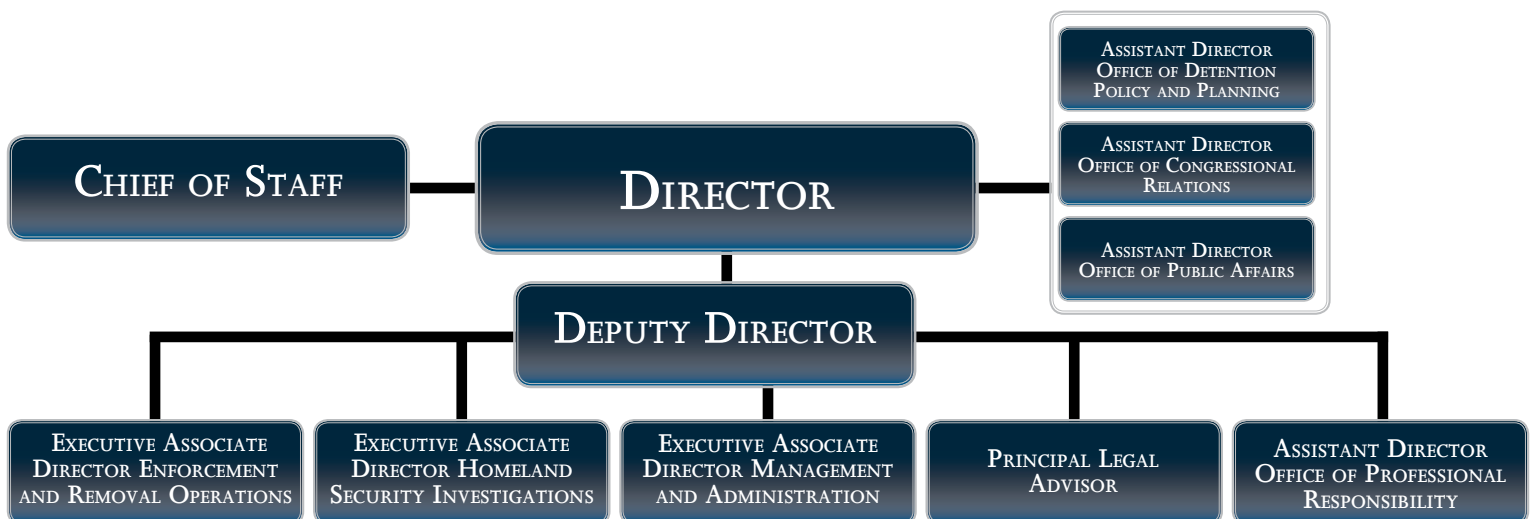
Similarly, ICE is committed to strengthening employee engagement; working to ensure employees truly understand the value of what they do, and helping the American people better understand and appreciate the value of those efforts. Given the clear connection between job satisfaction and workforce performance, efforts to bolster engagement are vital to our success.

With this roadmap to guide our agency forward, I am confident we will work together to meet the objectives put forth on the following pages. Doing so will not only strengthen the safety and security of everyone who calls the United States home, but also reinforce our commitment to the lasting value of legal immigration, and preserve our dedication to the rule of law.

Sarah R. Saldaña
Director
U.S. Immigration and Customs Enforcement



U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT ORGANIZATIONAL CHART



WHO WE ARE

U.S. Immigration and Customs Enforcement (ICE) enforces federal laws governing border control, customs, trade and immigration to promote homeland security and public safety.

ICE was created in 2003 through a merger of the investigative and interior enforcement elements of the former U.S. Customs Service and the Immigration and Naturalization Service. ICE now has more than 20,000 employees in more than 400 offices in the United States and 46 foreign countries.

The agency has an annual budget of approximately \$6 billion, primarily devoted to two operational directorates — Enforcement and Removal Operations (ERO) and Homeland Security Investigations (HSI). These two operational directorates are supported by Management and Administration (M&A) and Office of the Principal Legal Advisor (OPLA) to advance the ICE mission.



ENFORCEMENT AND REMOVAL OPERATIONS

ERO enforces the nation's immigration laws in a fair and effective manner. It identifies and apprehends removable aliens, detains these individuals when necessary and removes illegal aliens from the United States.

HOMELAND SECURITY INVESTIGATIONS

The HSI directorate is responsible for investigating a wide range of domestic and international activities arising from the illegal movement of people and goods into, within and out of the United States.

MANAGEMENT AND ADMINISTRATION

ICE's Management and Administration directorate includes professional managers and mission support staff who make the ICE mission possible.

OFFICE OF THE PRINCIPAL LEGAL ADVISOR

OPLA is the exclusive legal representative in exclusion, deportation and removal proceedings against criminal aliens, terrorists and human rights abusers in immigration courts around the country. In addition, OPLA provides critical legal support to ICE components focusing on customs, cybersecurity, worksite enforcement, ethics, employment law, tort claims and administrative law issues.

OFFICE OF PROFESSIONAL RESPONSIBILITY

ICE's OPR promotes public trust and confidence in ICE by ensuring organizational integrity is maintained through a multi-layered approach utilizing security, inspections and investigations.



MISSION STATEMENT

ICE'S mission is to protect America from the cross-border crime and illegal immigration that threaten national security and public safety.

This mission is executed through the enforcement of more than 400 federal statutes and focuses on smart immigration enforcement, preventing terrorism and combating the illegal movement of people and goods.



ICE VISION

We use our unique and powerful combination of law enforcement authorities and access to information to close vulnerabilities that can be exploited to harm our homeland in the real and virtual worlds.

ICE VALUES

INTEGRITY

We adhere to the highest standards of honesty and conduct.

COURAGE

We are accountable for our actions; we do the right thing even when it is not easy; and we will always fulfill our duties with courage.

EXCELLENCE

We strive for excellence, aspiring to the highest standards of performance, professionalism and leadership.



STRATEGIC GOALS

Between fiscal years 2016 and 2020, ICE will prioritize its efforts on the first four homeland security missions identified in the 2014 Quadrennial Homeland Security Review (QHSR):

- **Preventing Terrorism and enhancing security;**
- **Securing and managing our borders;**
- **Enforcing and administering our immigration laws; and**
- **Safeguarding and securing cyberspace.**

In addition to its operational priorities, ICE will continue to mature an efficient and effective agency that supports the overall Department of Homeland Security enterprise.

These goals will guide enforcement initiatives, budget requests, budget execution, resource allocation and policy decisions.



GOAL 1

COUNTER TERRORISM AND
PROTECT THE BORDERS

GOAL 2

PROTECT THE BORDERS THROUGH
EFFICIENT IMMIGRATION ENFORCEMENT

GOAL 3

OPERATE AN EFFICIENT, EFFECTIVE AGENCY





POLICE
ICE

GOAL 1 - COUNTER TERRORISM AND PROTECT THE BORDERS

1

ICE will use its broad investigative authorities to fight terrorism and transnational organized crime. ICE will prioritize its investigative efforts following the Illicit Pathways Attack Strategy (IPAS) model, which focuses on attacking the pathways used by transnational criminal organizations and terrorist organizations to eliminate threats before they reach the United States in real time or virtually. ICE will use this approach to prioritize targeting criminal networks involved in:

- terrorism;
- organized alien smuggling and trafficking;
- financial crimes;
- cyber-enabled crimes to include child exploitation; illicit underground marketplaces and document fraud; and other crimes that have transitioned from physical to the virtual world;
- trade fraud and intellectual property crimes; and
- trafficking and the illegal export of licensable technologies and services.

In all investigative efforts, ICE will work closely with federal, state, local and foreign law enforcement partners to ensure that every asset is leveraged against threats. Globally, ICE will use its 62 offices in 46 countries around the world to advance joint law enforcement goals by strengthening law enforcement cooperation with foreign counterparts and drive more effective results in identifying, disrupting and dismantling transnational criminal organizations. In key foreign locations, ICE will work with vetted and trained foreign officers of its Transnational Criminal Investigative Unit, to support the United States and its foreign partners' joint efforts. Along the border, ICE will employ its 37 Border Enforcement Security Task Forces to ensure information is shared and coordinated among all affected agencies. All ICE investigative efforts will support the DHS Unity of Effort and the Administration's immigration priorities.

OBJECTIVE A

Integrate Activities with the DHS Joint Task Forces

ICE will prioritize efforts that support the DHS Unity of Effort initiative, a Department-wide initiative to synchronize the major Departmental planning and operations decision processes, including strategy development; requirements generation; resource allocation; and operational planning. The Southern Border and Approaches campaign plan for DHS missions will guide joint operations and help define capability gaps that will inform future resource decisions. In addition to leading the Joint Task Force-Investigations and robustly staffing the Joint Task Forces East and West, ICE will support this campaign through its human smuggling and trafficking investigations; money laundering investigations; export control initiatives including targeting weapons flows to the south; general contraband smuggling investigations; fugitive operations; and criminal alien removal programs.

OBJECTIVE B

Counter Terrorist Entry into the United States and Support Terrorism Investigations

ICE will increase its efforts to identify and prevent the entry of terrorists, human rights violators or their associates, and other significant criminals into the United States through continued expansion of the ICE Visa Security Program, which includes both an automated screening and vetting process for non-immigrant visa applications and resulting investigative referrals for action overseas, before individuals travel to the United States. ICE will focus on preventing terrorist organizations' efforts to move weapons, money and people across international borders. ICE will identify and prioritize terrorists and others who overstay their period of lawful admission or otherwise violate the terms or conditions of their

admission to the United States or abuse the Student Exchange Visitor Program and who pose a national security or public safety threat.

ICE will support terrorism investigations through partnerships with the FBI Joint Terrorism Task Force, the National Targeting Center, and the National Counterterrorism Center, and other government organizations. ICE will also undermine terrorist capabilities by thwarting state-sponsored or terrorists' attempts to obtain nuclear materials, conventional or advanced weaponry, and sensitive technology. ICE will work with DHS and other affected agencies to pursue completion of the U.S. government-wide export control reform initiative. ICE's strategy will include the prosecution of criminal networks as well as the identification, seizure and forfeiture of funds used to support weapons smuggling operations and proceeds derived from this criminal activity.

OBJECTIVE C

Dismantle Human Smuggling and Trafficking Organizations

ICE and its partners will counter illicit human smuggling networks through interdiction and coordinating intelligence and investigative activities, both domestically and internationally. ICE will prioritize investigative activity into:

- Networks that pose the greatest risk to national security and public safety, including those pursued through the Extraterritorial Criminal Travel Strike Force program or those prioritized as Homeland Criminal Organization and Network Target cases through the Joint Task Force - Investigations;
- Illicit pathways and nodes of heightened national security concern as identified through intelligence; and
- Networks operating in areas that may be at risk for a migration surge, through the ICE-led interagency Human Smuggling Cell.

ICE's human trafficking efforts will be guided by the victim-centered approach of its Trafficking in Persons Strategy (TIPS). Through the ICE TIPS, ICE will focus on outreach, coordination and coalition building. ICE will also maintain an international training program to support foreign law enforcement, prosecutors and non-governmental organizations.

ICE will coordinate its nationwide efforts through human trafficking task forces, including the federal Anti-Trafficking Coordination Teams, state and local law enforcement, private industry, governmental and non-governmental partnerships, and through its leadership of the interagency Human Smuggling and Trafficking Center. ICE will robustly support the DHS Blue Campaign, which coordinates DHS's efforts to combat human trafficking and also seeks to create new partnerships. It further enhances DHS's ability to dismantle human trafficking organizations to identify and rescue victims.

OBJECTIVE D

Combat Drug Smuggling by Transnational Criminal Organizations

ICE will focus its drug smuggling investigative efforts on transnational criminal organizations that smuggle heroin, methamphetamine, cocaine or synthetic drugs. In particular, ICE will prioritize these organizations that exploit DHS trusted traveler programs, DHS insider threats or other border vulnerabilities such as tunnels. ICE will leverage its 37 Border Enforcement Security Task Forces, the DHS Joint Task Forces (East, West and Investigations) and its participation in the Organized Crime Drug Enforcement Task Forces to expand interagency coordination and participation in investigations with a nexus to our nation's borders.

OBJECTIVE E

Fight Financial Crime and Attack the Illicit Proceeds of Crime

Through ICE's unique combination of border search authority, and access to Bank Secrecy Act reports and trade data, ICE will conduct long-term, multilateral financial investigations. ICE will target transnational criminal organizations and identify emerging money laundering methods such as virtual currencies to move and store illicit proceeds through a combination of criminal investigative efforts, to include Department of Treasury's Office of Foreign Asset Control designations and Section 311 actions, as well as Treasury's Financial Crimes Enforcement Network advisories and other financial tools; and coordination with the Office of the Comptroller of the Currency. Additionally, ICE will continue to partner and forge relationships with the financial and private industry to identify and eliminate vulnerabilities in the U.S. and international financial system.

ICE will partner with U.S. Customs and Border Protection (CBP) and international counterparts to expand the Trade Transparency Unit, allowing ICE to exchange trade data and identify financial irregularities and international trade anomalies indicative of trade-based money laundering, customs fraud, contraband smuggling and other financial crimes that allow transnational criminal organizations to move and launder illicit proceeds disguised as legitimate trade.

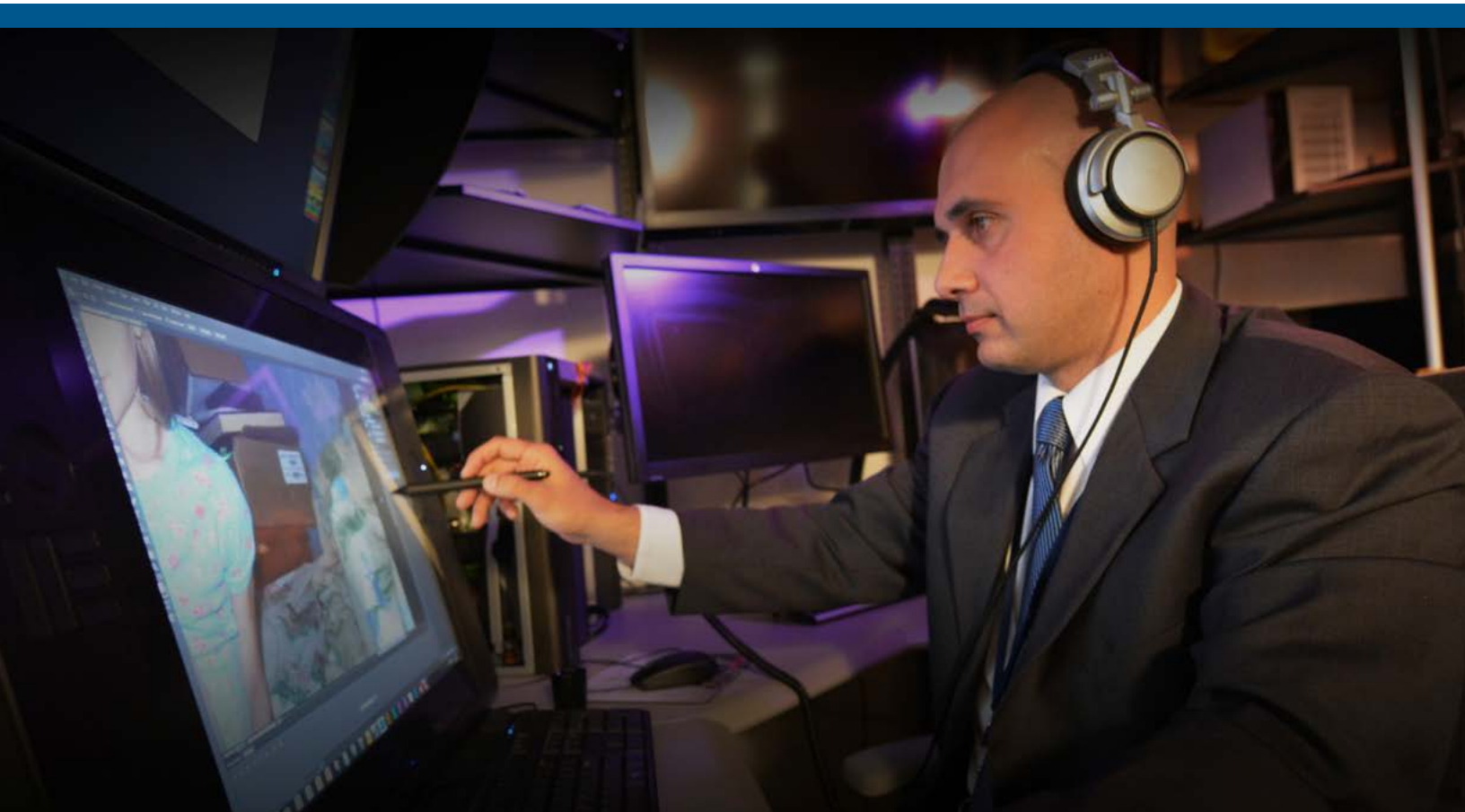
OBJECTIVE F

Secure Cyberspace and Safeguard Children by Disrupting Malicious Cyber Actors

Cyberspace is an operational domain for ICE's law enforcement mission. Through the use of its uniquely broad jurisdiction and investigative authorities, ICE will continue to establish and solidify its preeminence in the continuously growing area of cybercrime. Malicious cyber actors and associated criminal networks employ increasingly sophisticated tactics. ICE will continue to work to combat this emerging threat by utilizing innovative investigative strategies and evolving technology to disrupt and dismantle

malicious cyber actors. ICE will remain committed to leveraging its strong relationships with federal, state, local and foreign partners to disrupt, deter and dismantle these entities.

ICE will investigate cyber-enabled crime such as the possession, manufacture and distribution of online child pornography; cyber economic crimes; money laundering via virtual and digital currencies; cyber-enabled digital theft of intellectual property theft (movies, music, software, apps, trade secrets) and their redistribution online; digital theft of export strategic/controlled data; and immigration violations (online identity and fraud documents). ICE's Cyber Crimes Center (C3) will utilize state-of-the-art investigative techniques and digital forensic technology to support investigations, and provide subject matter expert advice and technical guidance on complex cybercrime investigations in the field. In addition, C3 will proactively conduct targeting activities and generate investigative leads to identify transnational criminal organizations that exploit the Internet for illicit purposes. As a member of the DHS cyber team, C3 will also advise DHS on current trends in cyber criminality.





OBJECTIVE G

Protect U.S. Consumers, U.S. Industry and the U.S. Economy

To protect American innovation from theft and illegal trade practices, and to protect the public from counterfeit items, ICE will aggressively investigate intellectual property crime and trade fraud violations, including copyright and trademark crimes, dumping and countervailing duty evasion schemes, pharmaceutical smuggling, wildlife smuggling and border-related trade crimes. ICE will attack these crimes virtually in cyberspace and through traditional law enforcement techniques. ICE will leverage the collective resources and expertise of the 23 members of the National Intellectual Property Rights Coordination Center (IPR Center) to share information and promote a coordinated U.S. government response to trade fraud and IPR violations using investigation, interdiction, prosecution, outreach, training and public education. To increase investigative skills and facilitate relationships with international partners critical to addressing global trade fraud and IP theft, ICE will prioritize outreach and training to law enforcement counterparts, industry and the public. The IPR Center will raise public awareness of the dangers of trade-based violations.

OBJECTIVE H

Protect the Homeland through Counter-Proliferation Investigations

ICE is designated as the primary federal law enforcement agency charged with investigating violations of U.S. export laws and as the executive agent for the U.S. Export Enforcement Coordination Center as designated under Executive Order 13558. ICE will leverage its leadership position within the interagency to enhance and coordinate a government response to export enforcement violations while prioritizing its Counter-Proliferation Investigation efforts in targeting the trafficking and illegal export of conventional military equipment, firearms, controlled dual-use technology and materials used to manufacture weapons of mass destruction, including chemical, biological, radiological and nuclear materials. ICE seeks to prevent illicit procurement networks, both real and virtual, terrorist groups, hostile nations, foreign adversaries and transnational criminal organizations from illegally obtaining these controlled technologies.





**POLICE
ICE**

GOAL 2 - PROTECT THE BORDERS THROUGH EFFICIENT IMMIGRATION ENFORCEMENT

2

ICE is committed to sensible, effective immigration enforcement to prioritize the agency's resources on national security threats, convicted criminals, others who pose public safety threats to our communities, as well as recent border crossers. As outlined by the DHS Secretary in November 2014, ICE will focus its civil enforcement efforts on national security interests, criminal aliens, and known gang affiliates to protect our borders and the integrity of our nation's immigration system. The highest priorities for ICE include aliens who:

1. Pose a threat to national security, border security and public safety;
2. Are repeat misdemeanants and new immigration violators; or
3. Are those who have been issued a final order of removal on or after Jan. 1, 2014.

OBJECTIVE A

Detain and Remove Priority Aliens

ICE will increase the percentage of criminal aliens, national security threats and human rights violators identified and removed during the next five fiscal years. ICE will identify and remove criminal aliens in local, state and federal penal institutions and who are at large in our communities. Through the Criminal Alien Program, ICE will continue identifying and removing criminal aliens incarcerated in federal, state and local prisons and jails. Through the National Fugitive Operations Program, ICE will continue prioritizing the identification, location and arrest of at-large criminal aliens who pose a serious threat to national security and community safety. This includes members of transnational gangs, sex offenders and aliens with prior convictions for violent crimes. ICE will seek to annually increase the total percentage of its removals that fall within at least one of its priority categories.

OBJECTIVE B

Create a Culture of Employer Compliance

ICE aggressively attempts to deter employers from exploiting or abusing undocumented workers. ICE will work to create a culture of compliance by educating employers that compliance is in their best interests.

ICE will use a three-pronged strategy:

1. Aggressive criminal and civil enforcement of those employers who are the most egregious violators, such as those who knowingly violate the law, utilize unauthorized workers as a business model or exploit or abuse workers;
2. Prioritization of I-9 Inspection efforts on employers conducting business in critical infrastructure and national security industries/sectors; and
3. Effective outreach, such as ICE's Mutual Agreement between Government and Employees (IMAGE) program and E-Verify, to help employers comply.

OBJECTIVE C

Strengthen Partnerships with State and Local Law Enforcement

The DHS Priority Enforcement Program enables ICE to work with state and local law enforcement to take custody of individuals who pose a danger to public safety before those individuals are released into our communities. ICE will actively engage in outreach with law enforcement partners and develop mutually beneficial processes for the orderly transfer of priority criminal aliens. ICE will seek custody of individuals identified as priorities and work with law enforcement counterparts in furtherance of the shared public safety mission.

OBJECTIVE D

Prosecute and Remove Criminals and Gang Members

ICE will increase the number of criminal aliens, national security threats and human rights violators identified and removed during the next five fiscal years. ICE will identify and remove criminal aliens in local, state and federal penal institutions and who are at large in our communities. ICE will partner with federal, state and local law enforcement agencies to disrupt and dismantle transnational gang organizations that perpetrate violent criminal activity. Through Operation Community Shield, ICE will lead interagency anti-gang initiatives to identify, prosecute, and remove violent gang members, and will conduct organizational investigations pursuant to the Racketeer Influenced and Corrupt Organizations and Violent Crimes in Aid of Racketeering statutes. ICE will develop intelligence on the membership, associations, criminal activities, and international movements of transnational gangs, and will work closely with foreign and domestic partners to gather and share gang-related intelligence.



OBJECTIVE E

Protect the Integrity of the Immigration System

ICE will work with United States Citizenship and Immigration Services (USCIS) and United States Department of State (DOS) to identify, address and prevent large-scale, organized identity and document fraud rings. ICE will also target groups that pose a threat to national security or public safety. ICE will expand the number of document and benefit fraud task forces; increase the number of investigations and cases presented for prosecution; and provide attorneys to serve as Special Assistant United States Attorneys to assist in complex immigration fraud prosecutions.



OBJECTIVE F

Enhance Efficiency in the Removal Process

ICE will focus on increasing efficiency in every step of the removal process – from apprehension through removal. To ensure efficiency, ICE will seek travel documents and country clearances with the goal of repatriating aliens to their home countries within 30 days after the removal order. ICE will explore the increased use of the Institutional Removal Program so aliens coming out of criminal custody have already completed removal proceedings. ICE will consider innovative ways to improve the removal of aliens not detained during proceedings.

ICE is committed to engaging with foreign counterparts to identify ways to improve repatriation efforts, including those who deny or unreasonably delay the acceptance of their nationals. To assist receiving countries with the return process, ICE will continue to expand its criminal history information sharing program and further develop initiatives to share biometric information about removed aliens. Additionally, ICE will explore ways to secure emergency travel documents as part of the visa issuance process overseas. Through these efforts, ICE will strive to reduce removal costs and identify more efficient ways to transport aliens within and from the United States.

OBJECTIVE G

Improve the Detention System

Over the next five fiscal years, ICE will continue to implement updated detention standards at facilities around the country, with priority given to those with larger ICE detainee populations. ICE will also expand substantially the applicability of DHS Prison Rape Elimination Act regulations, including at dedicated detention facilities and at short term holding facilities. ICE will consider the appropriate design, location and standards governing conditions of confinement. When assessing where to locate facilities, ICE will consider access to legal services, emergency rooms and transportation hubs. ICE will identify efficiencies in the delivery of quality medical, mental health and dental care, and will provide uniform and effective health care. ICE will directly monitor the conditions of detention and strive to seek favorable business terms in contracts. ICE will expand innovative, creative and cost-effective alternatives to detention programs that result in high rates of compliance, without overburdening the detention system.



GOAL 3 - OPERATE AN EFFICIENT, EFFECTIVE AGENCY

3

Because the men and women of ICE are its greatest asset, ICE will continue to foster employee engagement and seeks to eliminate barriers to employee development. The management and organization of ICE must help to propel the success of ICE's employees and the overall mission of ICE. The management functions within ICE will support and soundly advise the operational functions. The development of a well-trained, diverse and talented workforce is essential to solidifying the agency's success and reputation as a premier federal law enforcement agency. Fiscal discipline, sound budgeting, modern information systems and transparency to the public will continue to guide ICE.

OBJECTIVE A

Improve Employee Engagement

ICE will develop programs and initiatives to increase employee morale, well-being and connection to the mission. ICE will establish collateral duty special emphasis program managers to conduct training and local observances, serve as field office liaisons and collateral duty equal employment opportunity counselors, and provide consultation to local leadership, which will allow ICE to evaluate and gather feedback from the field offices to improve its diversity and inclusion initiatives and goals. The cadre of collateral duty investigators and mediators will process equal employment opportunity complaints, replacing the use of contract investigators and mediators. ICE will create a culture that values and respects each individual and promotes diversity and inclusion by doing all of the following:

- Expanding the use of flexible workplace policies that encourage employee engagement and empowerment;
- Creating an on-boarding process for new employees and new members of the senior executive service to familiarize them with ICE's culture; and
- Ensuring employees are knowledgeable about the reasonable accommodation process.

ICE will develop a comprehensive labor relations strategy designed to improve collaboration, coordination and communication between the agency and its collective bargaining units. This strategy will include a consistent and regular dialogue about respective priorities and sustained engagement in the labor-management forums.

ICE will work to improve internal and employee communications by ensuring messaging of the ICE mission and core values is consistent and available to leadership at every level throughout the agency. ICE will continue to ensure there is consistent and regular messaging to educate employees on programs, policies, benefits and opportunities, and will continue partnering with DHS headquarters to ensure communication of department-wide programs and policies are set forth in a timely and consistent manner.

OBJECTIVE B

Build and Retain a Stellar Workforce and Management Team

ICE will institute uniform career paths for special agents, officers, analysts and attorneys to promote a well-rounded workforce with experience in the field and at headquarters. These career paths will help build a core of employees and managers to carry ICE into its second decade. ICE will expect managers to be well-rounded, to understand congressional relations, media relations and interaction with DHS, and be familiar with the full range of ICE's mission, and will ensure that managers have opportunities to learn these skills.

ICE will expand recruitment efforts, streamline the hiring process, focus on diversity and address quality of life issues such as hardship transfers and joint duty locations for married employees. ICE will focus on

education and training, including continuous training in key areas such as ethics, integrity, the handling of informants, criminal law and procedure, and immigration law and procedure. ICE will enhance career development opportunities for employees by marketing informal and formal mentoring opportunities, developing an executive mentoring and coaching program, promoting career development programs, assignments and opportunities, encouraging the use of individual development plans and creating succession plans for critical and executive positions.

ICE employees will maintain high standards and demonstrate integrity in the workplace. ICE will develop new anti-corruption initiatives, institute a polygraph program for new, entry-level law enforcement hires, increase employee awareness of workforce integrity issues and quickly adjudicate alleged violations. To aid employees in following the rules, ICE will gather and standardize all policies and procedures and make current versions readily available.

ICE will develop a collaborative and targeted outreach and recruitment strategy designed to attract the best candidates from all segments of society by tailoring its activities to increase the percentage of applicants from demographic groups of low participation, establishing liaisons with professional organizations and affinity groups with minority constituents, and creating an annual calendar for outreach and recruitment events. ICE will establish a veterans employment operational plan and maximize the use of special hiring authorities to increase the number of veterans, disabled veterans, and individuals with disabilities and targeted disabilities by providing accommodations, evaluating and analyzing employment and retention, and increasing participation in organizations and programs targeted at veterans and individuals with disabilities. ICE will target law enforcement candidates with skills and aptitudes to support burgeoning investigative areas such as counterterrorism and cybercrime.

OBJECTIVE C

Promote the Mission and Success of ICE

To ensure that DHS, the public, media, Congress, community groups and other law enforcement entities

understand ICE, the agency will better define itself and promote its mission and successes. ICE will gain global exposure using topics of public interest and news items relevant to the public, prospective employees, and other stakeholders. ICE will work with the press to supply written content for news and feature articles, as well as arrange interviews with expert spokespeople, present at conferences, secure industry awards, and boost internal/employee communication. ICE will work with external stakeholders and industry to increase worldwide awareness of ICE's mission, accomplishments and challenges related to securing America's borders. Over the next five fiscal years, people interested in law enforcement careers will increasingly understand the unique and exciting mission of ICE. As ICE is better understood through increased outreach and branding, employees will feel increasingly proud of their dedication to the work and mission of ICE.

OBJECTIVE D

Develop a Strategic Approach to Resource Planning

ICE will effectively manage its resources, with a full understanding of mission costs and the influence of policy decisions on resource needs. Through thoughtful alignment of strategic goals and objectives, budget requests will reflect ICE's resource requirements. ICE will complete development of its new resource management approach, which employs a repeatable, evidence-based approach to tie workload to resource requirements, allows ICE to justify its staffing requirements, and models the impact of those resources on public safety, national security, and the economy. This strategy also will include transformational efforts and business process re-engineering. ICE will incorporate performance elements to measure the outcomes of its resource allocation decisions, budget execution and capital management efforts. ICE will invest in its infrastructure to eliminate waste, become more energy-efficient, and make optimal use of space, systems, and assets. ICE will proactively identify and correct financial and operational risks, and continually strengthen internal controls to safeguard the public's resources and trust.

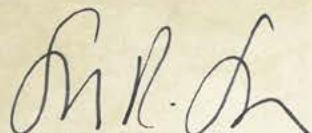


OBJECTIVE E

Transform Information Technology (IT), Strengthen IT Security by Defending Systems and Networks Essential to Mission Success, and Achieve Data Integration

- ICE will implement an internally focused IT strategic roadmap that aligns DHS and ICE missions, and creates a new IT operating model based on the premise that cyberspace is an operational domain for ICE's law enforcement mission. The operating model will include establishing an integrated governing body for IT within ICE to ensure alignment with customer requirements and increase transparency across ICE; updating core infrastructure and IT security; modernizing and automating mission-critical applications; and developing the IT professional workforce.
- As cyber threats, and the related breaches, continue to be more sophisticated and impactful, strengthening our IT cybersecurity posture is critical to the success of the ICE mission. Federal cyber security has evolved to focus on monitoring of cyber threats that inform vulnerability priorities and mitigation strategies. ICE is steadfast in establishing a mature security technology capability for ICE, and will focus on updating and improving security monitoring, audit log management, and scanning capabilities through implementation of new automated solutions and products. ICE will continue hardening its systems and networks to protect against both foreign and domestic threats intent on stealing data or disrupting networks and systems. ICE will also continue to identify and counter cyber threats by developing the cyber workforce and prioritizing cyber actions through real-time, on-target intelligence information. ICE will ensure that its cyber mission and cyber defense activities are melded together, forming a consistent and cohesive strategy.
- ICE will continue focusing on data management efforts designed to improve the agency's ability to obtain and analyze high-quality data. These efforts are designed to support strategic decisions in areas such as budgeting, resource allocation, and enforcement prioritization; satisfy internal and external reporting requirements, and identify leads, associations, and trends in support of law enforcement investigations. ICE's data management strategy will include:
 - Enhanced collaboration to promote greater understanding of the connections between enforcement processes and data entry, collection, and storage requirements;
 - Improved data integration between the agencies with an immigration mission; and
 - Enhanced use of immigration enforcement data to drive policy and planning.

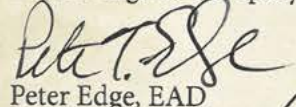
ICE LEADERSHIP



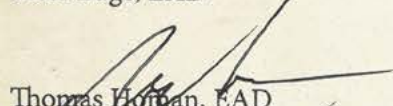
Sarah R. Saldaña, Director



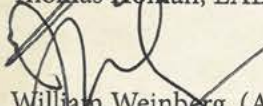
Daniel Ragsdale, Deputy Director



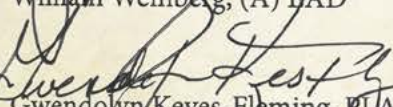
Peter Edge, EAD



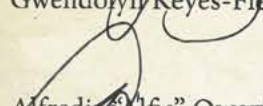
Thomas Hoffman, EAD



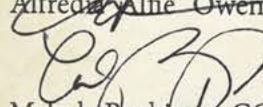
William Weinberg, (A) EAD



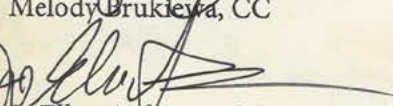
Gwendolyn Keyes-Fleming, EIA



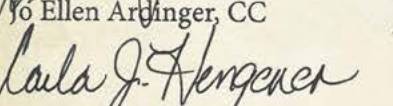
Alfredia "Alfie" Owens, CC



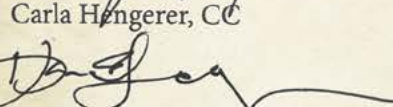
Melody Brukiewa, CC



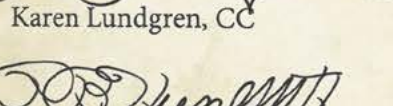
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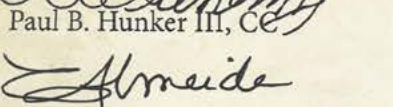
Carla Hengerer, CC



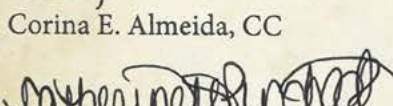
Karen Lundgren, CC



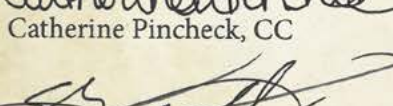
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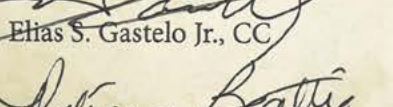
Corina E. Almeida, CC



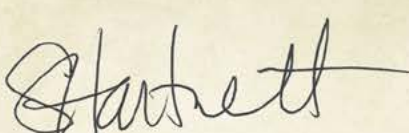
Catherine Pincheck, CC



Elias S. Gastelo Jr., CC



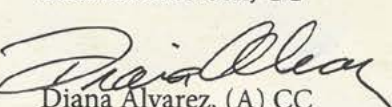
Patricia Beattie, CC



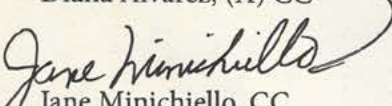
Sarah Hartnett, CC



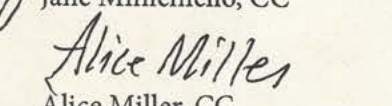
Sandra Anderson, CC



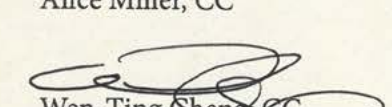
Diana Alvarez, (A) CC



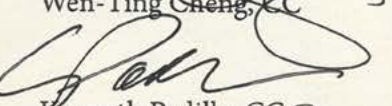
Jane Minichiello, CC



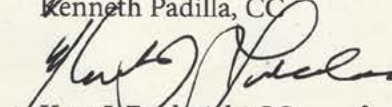
Alice Miller, CC



Wen-Ting Cheng, CC



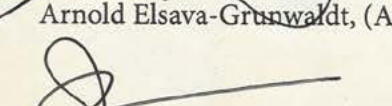
Kenneth Padilla, CC



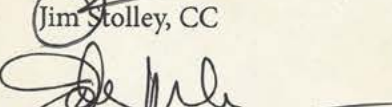
Kent L. Frederick, CC



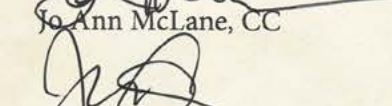
Arnold Elsave-Grunwaldt, (A) CC



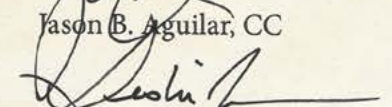
Jim Stolley, CC



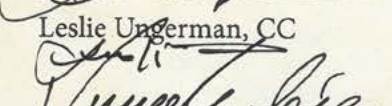
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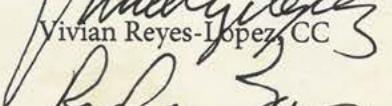
Jason B. Aguilar, CC



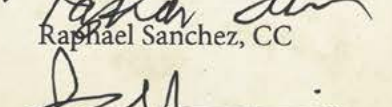
Leslie Ungerman, CC



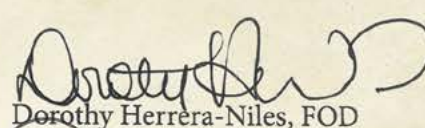
Vivian Reyes-Lopez, CC



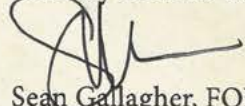
Raphael Sanchez, CC



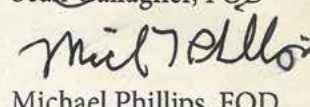
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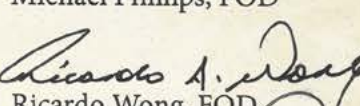
Dorothy Herrera-Niles, FOD



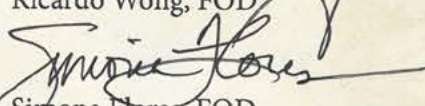
Sean Gallagher, FOD



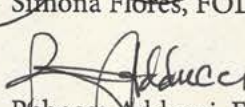
Michael Phillips, FOD



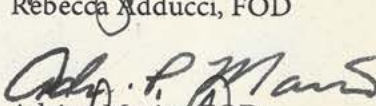
Ricardo Wong, FOD



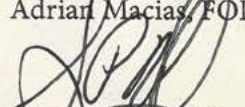
Simona Flores, FOD



Rebecca Adducci, FOD



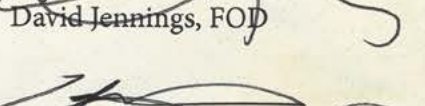
Adrian Macias, FOD



Steven Boll, FOD



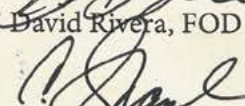
David Jennings, FOD



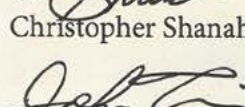
Marc Moore, FOD



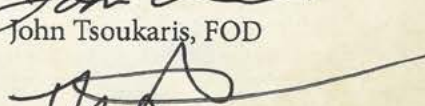
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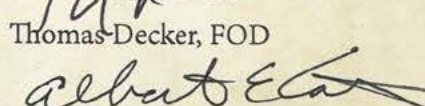
Christopher Shanahan, FOD



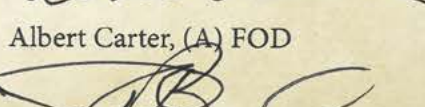
John Tsoukaris, FOD



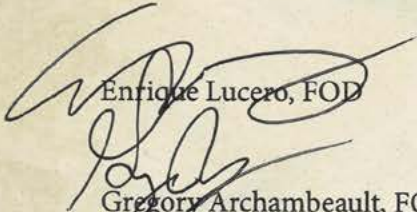
Thomas Decker, FOD



Albert Carter, (A) FOD

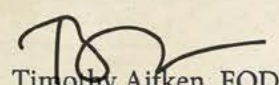


Daniel Bible, FOD

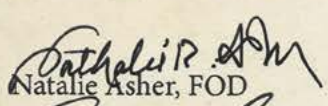


Enrique Lucero, FOD


Gregory Archambeault, FOD



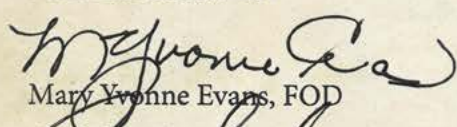
Timothy Aitken, FOD



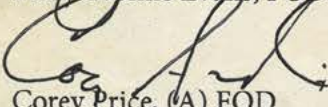
Natalie Asher, FOD



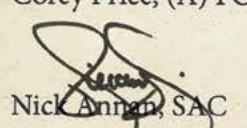
Scott Banieceke, FOD



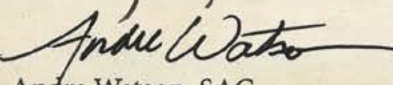
Mary Yvonne Evans, FOD




Corey Price, (A) FOD



Nick Annan, SAC



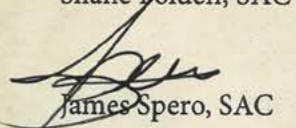
Andre Watson, SAC



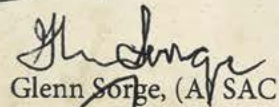
Matthew Etre, SAC



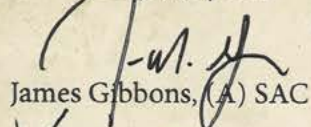
Shane Folden, SAC



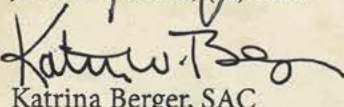
James Spero, SAC



Glenn Sorge, (A) SAC



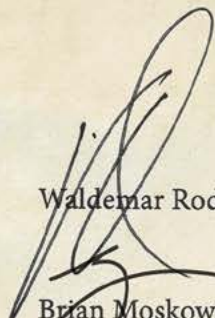
James Gibbons, (A) SAC



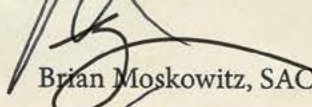
Katrina Berger, SAC



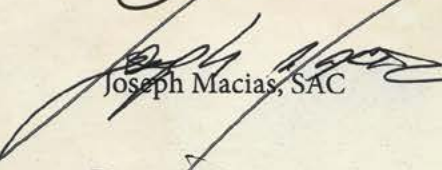
Marlon Miller, SAC



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Joseph Macias, SAC

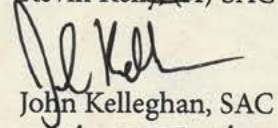
Robert Hutchinson, (A) SAC



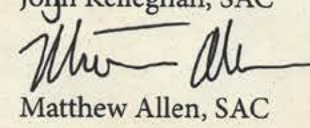
Ray Palmer, SAC



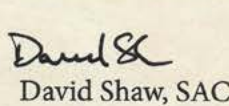
Kevin Kelly, (A) SAC



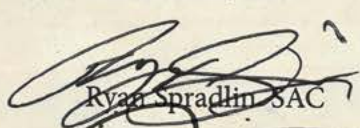
John Kelleghan, SAC



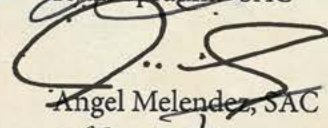
Matthew Allen, SAC




David Shaw, SAC



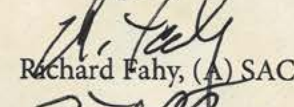
Ryan Spradlin, SAC



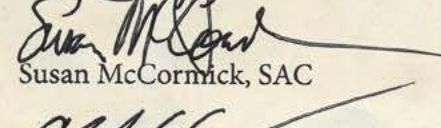
Angel Melendez, SAC



Bradford Bench, SAC



Richard Fahy, (A) SAC




Susan McCormick, SAC



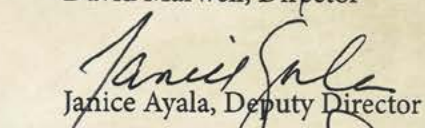
Clark Settles, SAC



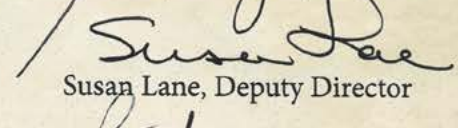
Jose Jeronimo, SAC



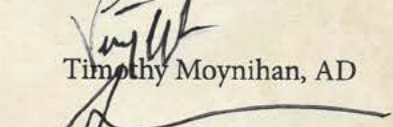
David Marwell, Director



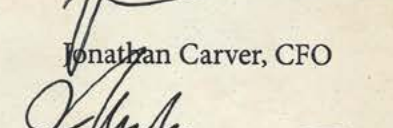
Janice Ayala, Deputy Director



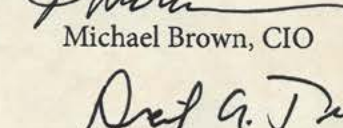
Susan Lane, Deputy Director



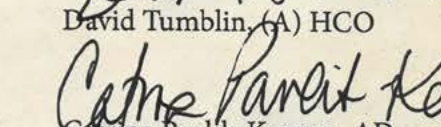
Timothy Moynihan, AD



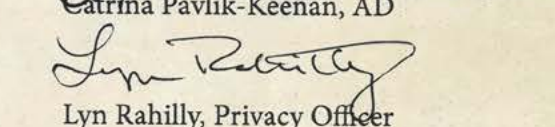
Jonathan Carver, CFO



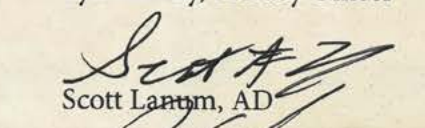
Michael Brown, CIO



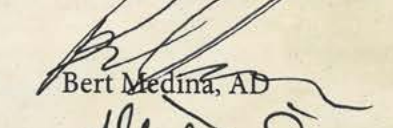
David Tumbler, (A) HCO



Catrina Pavlik-Keenan, AD



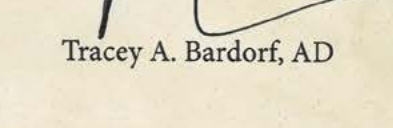
Lyn Rahilly, Privacy Officer




Scott Lamm, AD



Bert Medina, AD



Albert Dainton, (A) AD



Tracey A. Bardorf, AD



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